



## NYSTAR Empire State Development - Division of Science, Technology, & Innovation

NYSTAR supports technology development, innovation and commercialization leading to economic growth in New York State. To achieve its vision and make New York a national leader in high-technology academic research and economic growth, NYSTAR's mission is comprised of key goals — benchmarks that reflect the overall charge given to NYSTAR.

These key goals are:

- Help new and existing New York businesses become more competitive through use of innovative technologies;
- Continue to leverage public and private partnerships for technology development and commercialization;
- Enhance the research capabilities and expertise of New York's colleges, universities and research institutions;
- Support efforts to ensure a skilled workforce including exciting youth about science and technology; and
- Recommend policies to take greater advantage of New York's technology and academic research assets.

### For more information, contact

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### New York MEP CLIENT IMPACTS

*Impacts are based on clients receiving service in FY2012*

Total Increased/  
Retained Sales



**\$312.7 Million**

Total Increased/  
Retained Jobs



**2,931**

New Client  
Investments



**\$113.2 Million**

NYSTAR Network of MEP Centers:



# CLIENT SUCCESS: RIVA PRECISION MANUFACTURING

*“ITAC benefitted us through people, not consulting brochures and presentations. It was really the experience the ITAC team brought to us.”*

Ted Doudak, President

## Organizing for the Future

Riva Precision Manufacturing (formerly Riva Jewelry) manufactures chains and other jewelry. The company employs 95 people at its Long Island City, Queens facility in New York City.

### *Situation:*

In early 2011, Riva Precision Manufacturing was very busy, but profits did not track with the organization's sales growth. ITAC, New York City's NIST MEP affiliate, had a long-standing business relationship with the company. Owner Ted Doudak asked ITAC for help in discovering why there was not a proportional increase in margins and profits.

### *Solution:*

As ITAC worked on developing solutions for Riva, it uncovered some opportunities to prime the organization for growth and expansion into new markets. It encouraged the company to make strategic organizational decisions and implement necessary changes. ITAC performed an operations assessment that identified opportunities to improve process flow and plant layout, such as production cells. This led to a productivity improvement project for the cells related to gold jewelry and diamond setting. ITAC analyzed demand for Riva's products to identify significant sales drivers, identified key product groups to analyze process flow and batching practices, and developed a conceptual view of process flows.

The gold cell formation started a culture change at Riva. More employees requested similar cells, reducing duplicative actions and cycle times. Within weeks, production was organized into manufacturing cells. When manufacturing a new jewelry design proved challenging, Riva empowered employees to exercise their experience and tied productivity to a new incentive program.

This success led to further changes to reduce multiple overhead layers and improve key administrative functions. ITAC is helping Riva to implement a better system of financial controls and forecasting and connect the manufacturing operation to the accounting department.

With daily operations under control, management could focus on driving Riva's strategic vision for growth. The owner recognized that the same manufacturing processes he used for jewelry could apply to other markets. He decided to expand into markets beyond jewelry and rebranded the company to acknowledge this transformation — Riva Jewelry is now as Riva Precision Manufacturing.

### *Results:*

- \* Created 10 new jobs
- \* \$100,000 in investment savings
- \* \$140,000 invested in new products and processes and information systems
- \* 35% increase in production
- \* 15% reduction in errors

Increased sales by  
\$2 million